



# Fiscal Year 2013-14 Year-End Financial Status Report

County of San Luis Obispo

## Introduction

In accordance with the Board's adopted policy related to Ongoing Budget Administration, this Year-End Financial Status Report provides an overview of the County's financial position at the end of FY 2013-14. The purpose of the Year-End Financial Status Report is to provide the Board and public with a clear view of the County's financial position at year-end, compared to the adopted budget and mid-year projections.

The Year-End Financial Status Report begins with an overview of the approach that County staff took in preparing the FY 2013-14 budget. The remainder of the report is organized in following sections:

**Section 1** - an overview of the County's financial position at the end of the fiscal year, as well as brief summaries of noteworthy departmental fiscal variances and operational issues.

**Section 2** - a listing of all personnel changes approved by the Board of Supervisors during the fourth quarter.

**Section 3** - an update on the Completed Capital and Maintenance Projects managed by the General Services Agency.

**Section 4** - an update on the Completed Capital and Maintenance Projects managed by the Public Works Department.

**Section 5** - miscellaneous financial items for the Board's consideration, such as requests from departments for acceptance of gift funds and donations and discharge of bad debt.

**Section 6** - an overview of departmental goals and performance measures in FY 2013-14.

### Looking Back - FY 2013-14 Budget Development:

FY 2013-14 represented year six of the County's "Seven Year Pain Plan" which began in FY 2008-09. When developing the FY 2013-14 budget the County faced the predicament of how to close a \$2.2 million status quo budget gap. The \$2.2 million gap was closed by implementing the approaches contained in the "Seven Year Pain Plan" - using a combination of short and long-term solutions in an effort to achieve structural balance at the end of seven years. In accordance with the plan, the FY 2013-14 budget gap was closed using almost \$220,000 of short-term solutions and approximately \$1.9 million of ongoing expenditure reductions.

Ongoing expenditure reductions were achieved by reducing the level of General Fund support to departments in accordance with the priorities set by your Board: meeting legal mandates, paying debt service, and public safety (in that order). The General Fund support target for the four public safety departments was 1% below their FY 2012-13 adopted amount while the General Fund support target for most non-public safety departments was 1% - 2%. One noteworthy exception was the Roads budget, which included a 10% reduction target in General Fund support.

### Board Policy: Ongoing Budget Administration

It shall be the responsibility of the County Administrative Officer to submit Quarterly Financial Status Reports to the Board of Supervisors. These reports shall provide a projection of expenditures and revenues, identifying projected variances. They may also include recommendations and proposed corrective actions, which may include mid-year reductions.

## Section 1 Overview of Financial Position

The County continued to face fiscal challenges in this sixth year of economic downturn, though not as difficult as the prior five years. Faced with a \$2.2 million gap moving into FY 2013-14, the County took steps to cut expenditures in the short-term and to implement longer-term solutions aimed at shrinking the structural gap. While learning to operate in the current economic environment has certainly been a challenge, spending levels at the end of FY 2013-14 clearly demonstrate that the County's efforts to develop a long-term solution to the fiscal crisis are paying off.

The table to the right shows the final percentages as compared to the adjusted budget for both expenditures and revenue for all funds and for the General Fund.

<b>Expense &amp; Revenue All Funds Comparison</b>		
	Year-End FY 2012-13	Year-End FY 2013-14
Expenditures	81%	81%
Revenue Realized	91%	93%
<b>Expense &amp; Revenue General Fund Comparison</b>		
	Year-End FY 2012-13	Year-End FY 2013-14
Expenditures	91%	90%
Revenue Realized	99%	98%

The summary table on the next page shows the year-end status of all General Fund departments. Some departments (Health Agency, Social Services, Human Resources and General Service Agency) include more than one fund center which are displayed on the summary table at the agency or departmental level, rather than individually. Internal Service

Funds, Enterprise Funds and Special Revenue Funds are not shown, as these Fund Centers maintain their funding outside of the General Fund.

As shown on the next page, the total FY 2013-14 savings contributed by General Fund departments is approximately \$5.3 million below the total adjusted budget amount for General Fund support.

A discussion of the drivers behind the significant overall favorable variance is provided following the summary table as well as a follow up on other issues that were brought to the Board's attention during prior quarters.

Title	2013-14 Budgeted + Adjustments General Fund support	2013-14 Actuals + Encumbrances General Fund support	\$ Diff	% Diff
COURT OPERATIONS*	-471,586	129,271	600,857	127%
PUBLIC DEFENDER	5,282,538	5,391,665	109,127	2%
CONTRIBUTIONS TO OTHER AGENCIES	1,541,438	1,542,788	1,350	0%
CLERK/RECORDER	758,722	758,724	2	0%
DISTRICT ATTORNEY	8,607,451	8,607,458	7	0%
CHILD SUPPORT SERVICES	0	0	0	0%
ASSESSOR	8,551,030	8,531,230	(19,800)	0%
VETERANS SERVICES	422,999	420,307	(2,692)	-1%
MAINTENANCE PROJECTS	6,361,748	6,315,588	(46,160)	-1%
SHERIFF-CORONER	37,940,253	37,502,959	(437,294)	-1%
COUNTY COUNSEL	3,439,214	3,361,313	(77,901)	-2%
PROBATION DEPARTMENT	8,990,310	8,766,283	(224,027)	-2%
HUMAN RESOURCES (2 Fund Centers)	3,160,076	3,080,198	(79,878)	-3%
SOCIAL SERVICES (4 Fund Centers)	6,779,847	6,588,214	(191,633)	-3%
GRAND JURY	138,049	133,741	(4,308)	-3%
GENERAL SERVICES (2 Fund Centers)	14,594,669	14,070,328	(524,341)	-4%
HEALTH AGENCY (5 Fund Centers)	16,792,099	16,165,610	(626,489)	-4%
FARM ADVISOR	475,302	447,286	(28,016)	-6%
COUNTY FIRE	13,980,246	13,108,126	(872,120)	-6%
ADMINISTRATIVE OFFICE	1,698,428	1,576,013	(122,415)	-7%
AUDITOR-CONTROLLER TREAS- TAX COLL-PUBLIC ADM (2 Fund Centers)	5,780,862	5,358,647	(422,215)	-7%
BOARD OF SUPERVISORS	1,723,756	1,562,641	(161,115)	-9%
PUBLIC WORKS SPECIAL SERVICES	1,500,089	1,355,808	(144,281)	-10%
AGRICULTURAL COMMISSIONER	2,073,597	1,805,205	(268,392)	-13%
PLANNING & BUILDING DEPARTMENT	6,580,224	5,150,790	(1,429,434)	-22%
WASTE MANAGEMENT	945,580	587,684	(357,896)	-38%
EMERGENCY SERVICES	155,463	95,659	(59,804)	-38%
<b>Sub Total</b>	157,802,404	152,413,534	(5,388,870)	-3%

NON-DEPARTMENTAL REVENUES (149,502,916) (167,003,925) (17,501,009) 12%

**General Fund Total** 8,299,488 (14,590,391) (22,889,879)

*\*The Court Operations budget typically contributes to the General Fund at year-end, because revenues exceed expenditures. However, in FY 2013-14 revenues fell short of budget by \$616,430 or 21%. As a result, expenses actually exceeded revenue by \$129,271, requiring the General Fund contributions. Additionally, this fund center was budgeted to contribute \$471,586 to the General Fund at year-end, so the total difference from budget was \$600,857.*

As the preceding table indicates, departments were able to realize significant General Fund savings in FY 2013-14. Savings were primarily driven by decreased costs in salary and benefit accounts due to staff vacancies. Other factors that contributed to the overall reduction in General Fund support to departments include significant savings due to the implementation of the Affordable Care Act (described below in noteworthy year-end issues), significant savings in services and supplies, and unanticipated revenue (described below). Additionally, the non-departmental revenue realized was more than \$17.5 million in excess of the amount included in the FY 2013-14 budget primarily due to an increase in Sales Tax and an increase in Property Tax because the delinquency rate continues to be low and property values are recovering leading to the restoration of home values assessed under Proposition 8. Excess in non-departmental revenue contributed significantly to the year-end General Fund savings of approximately \$23 million. As the August 9, 2014 Auditor – Controller – Treasurer – Tax Collector’s Final Budget Actions staff report indicates, the final actual Fund Balance Available (FBA) exceeded estimates by a total of \$8.2 million primarily due to expenditure savings beyond projected levels.

### **Unanticipated building revenue received in FY 2013-14:**

#### **Planning and Building**

Fee collection for building revenue ended the year \$844,801 (21%) above budgeted levels. The primary driver of revenue increases was building permit fees due to increases in new construction. By fee type, these were new dwellings, residential photovoltaic, cell sites, and room additions (and other remodels).

#### **County Fire**

County Fire Department revenue from Plan Check Fees has been slowly but steadily increasing for over a year as a result of the continuing economic recovery. Year-end revenues totaled \$341,086, which is \$131,087 (62%) above budgeted levels.

### **Noteworthy issues and follow up on issues identified in the prior quarters:**

**Department:** Public Defender  
**Fund Center:** 135  
**Issue:** Revenue shortfall  
**Impact to General Fund:** \$109,116

At the end of FY 2013-14, the Public Defender budget is \$109,116 or 2% over its adjusted level of General Fund support, due to a revenue shortfall totaling \$112,173. The shortfall was split equally between state reimbursements for

California Men's Colony (CMC)/ Atascadero State Hospital (ASH) cases and reimbursement fee revenue. Expenses ended the year on budget overall, but expenditures for court-appointed attorneys exceeded the adjusted budget by \$66,778 or 14% after adding \$200,000 from General Fund contingencies in the third quarter. The increases resulted from a number of expensive cases, including continued expenses related to a number of high profile trials, panga boat related arrests, a major Narcotics Taskforce bust, and a sexually violent predator case.

**Department:** Clerk-Recorder  
**Fund Center(s):** 110  
**Issue:** Decreased recording fee revenue  
**Impact to General Fund:** None

As of the end of FY 2013-14, the Clerk-Recorder’s recording revenues were \$336,293 below budgeted levels. The number of titles recorded declined by 26,484 or 27% compared to FY 2012-13. A decline in recording revenue is typically

attributable to external factors, such as a shortage of housing inventory, rising sales prices

which may preclude people from buying homes, increased federal regulations for obtaining loans, and rising interest rates—all of which contribute to decreased home-buying activity.

Due to the decrease in recording workload, the Clerk-Recorder shifted staff time to activities that were offset with restricted revenue sources held in trust. The use of restricted revenues, expenditure savings, and other Clerk Services ending the year over budgeted levels allowed the department to exceed its budgeted General Fund support at year-end by only \$2.00.

**Department:** Court Operations  
**Fund Center:** 143  
**Topic:** Revenue shortfall of \$616,430  
**Impact to General Fund:** \$129,000

The Court Operations budget typically contributes to the General Fund at year-end, because revenues exceed expenditures. However, in FY 2013-14 revenues fell short of budget by \$616,430 or 21%. As a result, expenses actually exceeded revenue by

\$129,271, requiring the General Fund contributions. Additionally, this fund center was budgeted to contribute \$471,586 to the General Fund at year-end, so the total difference from budget was \$600,857. Two revenue accounts were the primary drivers behind the shortfall: Motor Vehicle Crime fees, which ended the year \$405,125 or 45% under budget, and Traffic School Fees, which ended the year \$338,887 or 28% under budget. It is unclear at this time what caused these revenue sources to decline. The Superior Court's finance office reports that they have seen similar declines in revenue. The Court finance office is looking into this issue.

**Department:** Health Agency – Indigent Medical Care budgets  
**Fund Center:** 183 & 350  
**Topic:** Substantial expenditure savings due to implementation of the Affordable Care Act  
**Impact to General Fund:** \$1,068,569

Overall, the Indigent Medical Care budgets realized a savings in General Fund support of more than \$1 million primarily due to the implementation of the Affordable Care Act (ACA) and the expansion of Medi-Cal eligibility to many of the indigent clients that have been provided health care under the County Medical Services Program (CMSP).

When the FY 2013-14 budget was prepared, there were many uncertainties regarding the potential effects the expansion of Medi-Cal would have on the County's indigent medical program. Thus, the budget was prepared assuming no change. However, after the Medi-Cal expansion provision of the ACA went into effect January 1, 2014, the number of eligible clients applying to the County for indigent medical services significantly declined. In fact, during the second half of FY 2013-14, there were only six individuals enrolled in the CMSP program, compared to the annual average of approximately 3,200 prior to the implementation of the Affordable Care Act. Given this much smaller population to be served in the CMSP program, the County terminated its contract with CHC at the end of December 2013, resulting in a savings of \$1.25 million in FY 2013-14.

Knowing that counties were likely to realize savings in indigent medical care as a result of the ACA, AB 85 was passed to provide a mechanism for the State to redirect Realignment revenue from counties' health accounts to fund the State's share of certain social services programs. As a result of AB 85, Realignment revenue for the CMSP (FC 350) came in \$1,264,775 (52%) below budgeted revenues. In order to cover expenses in CMSP, the Health Agency requested approval from the Board to transfer an additional \$94,876 in General Fund support from the Medical Assistance Program budget, thus reducing the final savings to the General Fund. Other sources of revenue also came in under budget, which reduced the overall General Fund savings by another \$86,555.

## Year-end updates:

**Department:** Airports  
**Fund Center:** 425  
**Topic:** Airport update  
**Impact to General Fund:** None

As an Enterprise Fund, Airports relies on the revenues generated by the Airport to fund its operational and capital expense. Revenue from passenger enplanements on commercial air carriers is a key indicator of the Airports' fiscal health and outlook. Quarterly Fiscal Status

Reports include regular updates on the status of the Airports' budget with emphasis on the number of passenger enplanements.

Changes to air carrier service that began in 2007 with rising fuel prices were exacerbated by the great recession of 2008. Many airports, including San Luis Obispo, experienced reductions in the number of commercial flights and an overall decline in enplanements. Since that time, the annual expenditures for Airports' operations have largely exceeded the amount of annual revenues received by the Airports, with the exception of FY 2012-13 and FY 2013-14. Airports has relied on its unallocated cash balance in the Airports Fund to cover expenses.

Consistent with prior quarters, Airports is continuing to report improved parking fee revenues due to a new contract with MINDBODY for employee parking, an increase in enplanements, and use of the parking kiosk payment system. The FY 2013-14 adopted budget included the planned use of \$292,924 of cash balance. Due to increased revenues and decreased expense, Airports ended the year with revenues exceeding expenditures by \$439,256, which is \$732,180 more favorable than what was budgeted.

The number of commercial air service passenger enplanements is a major driver of Airports' revenues. As of the end of the year, FY 2013-14, enplanement levels at the San Luis Obispo Regional Airport increased by 14,790 or 11.2%, compared to the same time in the prior fiscal year.

The following table shows enplanement numbers from FY 2007-08 to present, along with annual percentage change in enplanements:

**Enplanements, FY 2007-08 to Present**

FY	Q1	Q2	Q3	Q4	Cumulative	% Change
2007-08	51,343	48,784	38,794	43,364	182,285	
2008-09	42,697	32,566	26,866	30,619	132,748	-27%
2009-10	32,968	30,873	27,645	33,666	125,152	-6%
2010-11	36,301	36,128	30,496	36,984	139,909	12%
2011-12	35,631	34,493	30,185	33,935	134,244	-4%
2012-13	35,457	31,850	30,354	34,654	132,315	-1%
2013-14	36,753	36,224	34,528	39,600	147,105	11.2%

The year-end fiscal report for Airports continues to point to improvement in the Airports' fiscal status. The successful recruitment of new and/or expanded commercial air service at the San Luis Obispo Airport will have a significant positive impact on Airports' finances. As reported to the Board in November 2013, staff has worked closely with an air service consultant and the business community to successfully develop a revenue guarantee program, totaling \$1.75 million, to encourage United Airlines to expand its service out of San Luis Obispo by adding a non-stop flight to Denver. Due to delays on the airline's end, the potential addition of a flight to Denver has been delayed and no updates are available at this time. In August, it was also announced that the Airport was pursuing the addition of a direct flight to either Seattle or Portland. The impact of the potential addition of direct service flights to new destinations and

the overall financial status of the Airports will continue to be reported on in future quarterly reports.

**Department:** Parks  
**Fund Center:** 305  
**Topic:** Camp French update  
**Impact to General Fund:** None

On May 1, 2014, the County assumed responsibility for Camp Mabel French, a 100 acre group camp facility, formerly run by the Boy Scouts of America, in the Lopez Lake Recreation Area. Operation of the Camp is projected to bring in additional revenue, since the Camp will add seven campsites and facilities for events such as weddings, corporate team building and festivals, for rental by the County.

On March 11, 2014, the Board approved use of \$51,000 of Lopez Lake Project Reserves for various campground and Americans with Disabilities Act (ADA) upgrades, including improvements to existing restroom and shower buildings, an access road and other smaller infrastructure work. These improvements, which are intended to make the Camp operational by County Parks' standards, began in May of 2014 and will resume after the peak camping season so as not to interfere with campers.

At the time that the County took responsibility for Camp French, it was expected that total operational costs would be \$22,650 in the initial year (not including the \$51,000 in infrastructure costs) and that the revenue generated by the Camp would be \$94,101, for a profit of \$71,451.

When operations for the Camp were transitioned to the County, the Boy Scouts of America forwarded a list of all reservations that had previously been accepted for the area. All reservations were honored and additional reservations were made. For the period May 1, 2014 through June 30, 2014, \$17,000 in revenue was received at this campground. Increased operating expenses were limited to \$3,000 in additional seasonal labor and campground maintenance supplies. The net result was \$14,000 revenues above expenses for Camp Mabel French during this two month period. Given this addition of parkland to County Parks' inventory, future quarterly reports will include an update on Camp French operations and their impact on the County Parks budget.

**Department:** Planning & Building  
**Fund Center:** 142  
**Topic:** Public Records Request and Fee Waivers Update  
**Impact to General Fund:** None

#### **California Public Records Act (CPRA)**

**Requests:** The Board requested information about the department's cost of servicing California Public Records Act (CPRA) requests. The department includes an amount as part of the annual budget based on historical activity. For FY 2013-14, the department budgeted 474

total hours. The department has expended 1,146 total hours through the fourth quarter at a cost of \$44,486.

**Fee Waivers:** During FY 2013-14, the department or Board of Supervisors waived fees for the following reasons:

Board of Supervisor approved	\$ 59,170
County projects	\$ 1,897
Excess CA Law Solar Credit	\$ 38,778
Grid Photovoltaic	\$ 1,676
Public benefit credit	\$ 23,840
Urban Reserve credit	\$ 31,625
Veterans credit	\$ 381
<b>Total</b>	<b>\$157,367</b>

This represents 2.3% of actual fees collected.

## Section 2 Position Changes

During the fourth quarter, April 1, 2014 through June 30, 2014, the following reclassification/reorganization changes were approved by the Board of Supervisors. This report also includes a list of all administrative changes approved by the Human Resources Director under the authority granted by the Board of Supervisors, and current vacancy statistics.

### **Position Allocation Changes Made By the Board of Supervisors:**

#### **Fund Center 139 - Probation - Allocation Change Approved 4/8/14**

Add 1.00 FTE – Deputy Probation Officer I or II – Limited Term – Sunset Date 4/8/16

#### **Fund Center 160 - Public Health - Allocation Change Approved 4/22/14**

Delete 1.00 FTE – Public Health Nurse Series

Add 1.00 FTE – Program Manager I or II

#### **Fund Center 136 - Sheriff-Coroner - Allocation Change Approved 4/22/14**

Add 3.00 FTE – Sheriff's Dispatcher – Limited Term – Sunset Date 4/22/17

#### **Fund Center 142 - Planning and Building - Allocation Change Approved 4/22/14**

Add 2.00 FTE – Planner I, II, or III – Limited Term - Sunset Dates 12/31/14 and 12/31/15

### **Summary of Position Allocation Changes**

<b>FY 13-14</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>	<b>Year End Totals</b>
Quarter Start	2,448.25	2,478.00	2,508.25	2,508.25	-
FTE Additions	42.75	43.00	6.50	7.00	99.25
FTE Deletions	13.00	12.75	6.50	1.00	33.25
Quarter End	2,478.00	2,508.25	2,508.25	2,514.25	2,514.25
Net Change	+29.75	+30.25	0.00	+6.00	+66.00
% Change	1.201%	1.206%	0.0%	0.239%	2.7%

### **Administrative Changes Made By the Human Resources Department:**

No administrative changes were made by the Human Resources Department during the fourth quarter.

### **Employee Vacancy Rate**

The County employee vacancy rate on June 30, 2014 was 7.193%. This equates to 183.75 vacant positions.



**Section 3:**  
**Update on Completed Capital and Maintenance Projects Managed by**  
**General Services**

**I. FY 2013-14 Capital and Maintenance Projects Highlights**

- The Completed Capital Projects report identifies the total of capital projects completed in FY 2013-14. The total amount budgeted to complete the nine projects was \$4,016,038 and the actual amount expended totaled \$3,485,425, or 87% of the budgeted funding for the projects. No planned capital projects were cancelled during the year.
- The Completed Individual Maintenance Projects report identifies a total of four maintenance projects completed in FY 2013-14. The total amount budgeted to complete the four projects was \$566,400 and the actual amount expended totaled \$431,245 or 76% of the budgeted funding for the projects. One planned individual maintenance project was cancelled during the year.
- The Completed Countywide Maintenance Projects report displays a total of 33 projects for FY 2013-14. The total amount budgeted to complete the 33 projects was \$997,949 and the actual amount expended totaled \$876,897 or 88% of the budgeted funding for the projects. No planned Countywide Maintenance projects were cancelled during the year.

See the tables that follow this narrative for details.

**II. Capital Projects Fund Center 230**

- Parks – Cayucos – Norma Rose Park Design/Development (300032)

Completed the installation of pre-fabricated restroom, street improvements including curb, gutter, and paving work.

Final Cost - \$599,873      Funding Source – Public Facilities Fees - Parks

- Parks – Arroyo Grande – Biddle Park Master Plan (300044)

Updated the master plan document originally produced in the 1970's to include planned features such as playgrounds, multi-use sports fields, picnic areas, perimeter trails and restrooms.

Final Cost \$92,295      Funding Source – Public Facilities Fees - Parks

- Library – Cambria – Cambria Library Extension (320028)

Design and complete remodel of a 5,900 square foot County purchased building at 1043 Main Street in Cambria for a public library.

Final Cost \$771,466      Funding Source – Library Facilities Planning Reserve, Friends of the Library Funds, and Library Gift Trust Account

- Health – SLO – Health Campus Renovations (320033)

Signage for the San Luis Obispo health campus facilities.

Final Cost \$258,130      Funding Source – Teetler, Facilities Planning Reserve, FBA, and Tobacco Tax funds from project 300095

- General Services Agency, Information Technology – County Operations Center – Replace Main Vault Tower (320039)

This project replaced the Sheriff's main communication tower at the County Operations Center area and included removal of the existing tower and antenna transfers.

Final Cost \$144,632      Funding Source – Building Replacement Reserve

- Health – SLO – Completion of Public Health Lab Renovation (320051)

Renovated the SLO Health Lab to create an open lab environment including de-ionizing water system, new flooring, new lighting, new equipment glass washer and new cabinetry.

Final Cost \$138,805      Funding Source – Facilities Planning Reserve

- Public Works – County Operations Center – Water Quality Lab Renovation (320057)

Remodeled the Public Health lab and included additional work to construct ADA restrooms, add HVAC elements and install workstation furniture.

Final Cost \$241,607      Funding Source – Facilities Planning Reserve, and Public Works Operating Budget

- Airports – SLO – Runway Safety Area Improvements (330016)

Replaced and upgraded equipment surrounding the runways to improve visibility, direction and ensure the safety of those operating vehicles and planes throughout the facility.

Final Cost \$137,429      Funding Source – Airport Enterprise Fund, and Loan Tax Reduction Reserve

- Airport – SLO – New Terminal Design Development (330018)

This project completed design development drawings for the new airport terminal, allowing the project to proceed to the construction document phase for final design and building information modeling phases.

Final Cost \$1,101,188      Funding Source – FAA AIP Grant, and Passenger Facility Charges

### **III. Maintenance Projects - Fund Center 200**

- General Services Agency, Information Technology – Old Courthouse – Data Center Reorganization (350051)

Reorganize Old Courthouse 4th Floor Data Center. Project relocated equipment, installed new furniture, added a second exit, and modified the HVAC system.

Final Cost - \$57,850      Funding Source – General Fund

- Parks – Coastal Dunes – Renovate Restroom Roofs (350081)

Repair leaking and damaged roof at Coastal Dunes RV Park in Oceano

Final Cost \$60,703      Funding Source – Off Highway Vehicle, and Parks Operating Budget

- Department of Social Services – SLO – Repair Leaking Windows (350099)

Purchased materials for future installation to replace damaged and leaking windows at Department of Social Services on Higuera Ave.

Final Cost \$101,214      Funding Source – Department of Social Services Operating Budget

- Public Works – County Operations Center – Replace Sewer Line from manhold #3 to Animal Shelter (350102)

Managed by Public Works, this project replaced 900 feet of deteriorated sewer line along Oklahoma Avenue at the County Operations Center complex.

Final Cost \$211,478      Funding Source – Facilities Planning Reserve and Building Replacement Reserve funds from project 320026

### FY 2013-14 COMPLETED CAPITAL PROJECTS

<b>Title</b>	<b>Completed Comments</b>	<b>Amount Funded</b>	<b>Final Cost</b>	<b>% Expended</b>	<b>Funding Source</b>
Parks - Cayucos - Norma Rose Park Design/Development Project 300032	Completed the installation of pre-fabricated restroom, street improvements including curb & gutter work and paving.	\$ 600,000	\$ 599,873	100%	Public Facilities Fees - Parks
Parks - Arroyo Grande - Biddle Park Master Plan Project 300044	Updated the master plan document originally produced in the 1970's to include planned features such as playgrounds, multi-use sports fields, picnic areas, perimeter trails and restrooms.	\$ 100,000	\$ 92,295	92%	Public Facilities Fees - Parks
Library - Cambria - Cambria Library Expansion Project 320028	Design and complete remodel of a 5,900 square foot County purchased building on 1043 Main Street in Cambria for a library.	\$ 1,151,239	\$ 771,466	67%	25,892 Library Facility Planning Reserve, 73,092 FOL. Augmented 9/25/12 200,000 Library Gift Trust Account. Augmented 6/18/13 \$852,255 Library Gift Trust Account. (Note: Estimate Total Cost excludes the 2.8 million property purchase approved 10/27/09.)
Health - SLO - Health Campus Renovations - Close Out (Extension of 320002) Project 320033	Signage for the San Luis Obispo health campus facilities.	\$ 265,877	\$ 258,130	97%	Extension of project 320002 with original funding sources: 3,193,633 Teeter; Facility Planning Reserve 1,770,000; 306,367 FBA; 73,000 Tobacco Tax funds from project 300095
General Services Agency, Information Technology - County Operations Center - Replace Main Vault Tower, Project 320039	Replaced the Sheriff's main communication tower at the County Operations Center area. Included removal of the existing tower and antenna transfers.	\$ 144,700	\$ 144,632	100%	Building Replacement Reserve

Health-SLO-Completion of Public Health Lab Renovation Project 320051	Renovated the SLO Health Lab to create an open lab environment including de-ionizing water system, new flooring, new lighting, new equipment glass washer and new cabinetry.	\$ 143,700	\$ 138,805	97%	Facilities Planning Reserve
Public Works - County Ops Center - Water Quality Lab Renovation Project 320057	Remodeled the Public Health lab and included additional work to construct ADA restrooms, add HVAC elements and install workstation furniture.	\$ 314,600	\$ 241,607	77%	112,600 Facilities Planning Reserve, 125,000 Public Works Operating Budget, Augmented 77,000 Public Works Operating Budget
Airports - SLO - Runway Safety Area Improvements Project 330016	Replaced and upgraded equipment surrounding the runways to improve visibility, direction and ensure the safety of those operating vehicles and planes throughout the facility.	\$ 148,420	\$ 137,429	93%	Airport Enterprise Fund, Loan Tax Reduction Reserve
Airport-SLO-New Terminal Design Development Project 330018	This project completed design development drawings for the new airport terminal, allowing the project to proceed to the construction document phase for final design and building information modeling phases.	\$ 1,147,502	\$ 1,101,188	96%	1,090,127-FAA AIP Grant, 57,375 Passenger Facility Charges
<b>TOTAL</b>		<b>\$ 4,016,038</b>	<b>\$ 3,485,425</b>	<b>87%</b>	

### FY 2013-14 COMPLETED MAINTENANCE PROJECTS

<b>Title</b>	<b>Completed Comments</b>	<b>Allocated Funding</b>	<b>Final Cost</b>	<b>Difference Actual - Estimated Cost</b>	<b>% of Allocated Funding Expended</b>
General Services Agency, Information Technology - Old Courthouse - Data Center Reorganization, Project 350051	Reorganize Old Courthouse 4th Floor Data Center. Project relocated equipment, installed new furniture, added a second exit, and modified HVAC system	\$ 58,400	\$ 57,850	\$ (550)	99%
Parks - Coastal Dunes - Renovate Restroom Roofs, Project 350081	Repair leaking and damaged roof at Coastal Dunes RV Park in Oceano	\$ 75,000	\$ 60,703	\$ (14,297)	81%
Department of Social Services - SLO - Repair Leaking Windows, Project 350099	Purchased materials for future installation to replace damaged and leaking windows at Department of Social Services on Higuera Ave.	\$ 100,000	\$ 101,214	\$ 1,214	101%
Public Works-COC-Replace Sewer Line from manhole #3 to Animal Shelter, Project 350102	Managed by Public Works, this project replaced 900 feet of deteriorated sewer line along Oklahoma Avenue at the County Operations Center complex.	\$ 333,000	\$ 211,478	\$ (121,522)	64%
<b>TOTAL</b>		<b>\$ 566,400</b>	<b>\$ 431,245</b>	<b>\$ (135,155)</b>	<b>76%</b>

## FY 2013-14 COMPLETED COUNTYWIDE MAINTENANCE PROJECTS

<b>Title</b>	<b>Year Funded</b>	<b>Estimated Cost</b>	<b>Final Cost</b>	<b>Difference Actual - Estimated Cost</b>	<b>% of Estimated Cost Expended</b>
Countywide Community Buildings Renovations - General Government - Shandon - Replace Community Center Roof	2012/2013	\$ 15,000	\$ 24,697	\$ 9,697	165%
Countywide Community Buildings Renovations - Nipomo - Senior Center - Construct Retaining Wall	2013/2014	\$ 16,600	\$ 10,059	\$ (6,541)	61%
Countywide Community Buildings Renovations - Gen Govt - Cayucos - Install Bird Netting at Cayucos Vets Hall	2013/2014	\$ 7,500	\$ 7,130	\$ (370)	95%
Countywide ADA Compliance - General Government - SLO - Construct Veteran's Hall ADA Compliant Restroom	2011/2012	\$ 102,076	\$ 99,091	\$ (2,985)	97%
Countywide ADA Compliance - Library - Cambria - Construct ADA Compliant Site Improvements	2012/2013	\$ 50,000	\$ 27,961	\$ (22,039)	56%
Countywide ADA Compliance - PW - COC - Construct Water Lab ADA Compliant Restrooms	2013/2014	\$ 60,000	\$ 58,819	\$ (1,181)	98%
Countywide ADA Compliance - Probation - COC - Install JSC ADA Entry Door Operators	2013/2014	\$ 17,900	\$ 10,946	\$ (6,954)	61%
Countywide Department Relocations - Gen Govt - SLO - GSA Accounting Renovation	2012/2013	\$ 25,700	\$ 5,752	\$ (19,948)	22%
Countywide Library Renovations - Atascadero - Repair Library Water Line	2013/2014	\$ 9,000	\$ 8,352	\$ (649)	93%
Countywide Library Renovations - Los Osos - Repair Collision Damage	2013/2014	\$ 5,500	\$ 4,796	\$ (704)	87%
Countywide Library Renovations - Arroyo Grande - Install New Combo Sink with Garbage Disposal	2013/2014	\$ 4,000	\$ 3,560	\$ (440)	89%
Countywide Library Renovations- Cambria - Install New Fence	2013/2014	\$ 10,000	\$ 7,660	\$ (2,340)	77%
Countywide Maintenance Projects - SLO - AB109 Rehabilitate Main Jail Modulars	2011/2012	\$ 80,000	\$ 77,929	\$ (2,071)	97%

Countywide Maintenance Projects - Gen Govt - SLO - Install Veteran's Hall Smoke Detector Alarms	2012/2013	\$ 94,200	\$ 92,726	\$ (1,474)	98%
Countywide Maintenance Projects - Sheriff - COC - Replace Sheriff Admin HVAC	2012/2013	\$ 120,900	\$ 103,697	\$ (17,203)	86%
Countywide Maintenance Projects - Sheriff - COC - Replace Main Jail Fire Alarm Panel	2012/2013	\$ 20,000	\$ 17,284	\$ (2,716)	86%
Countywide Maintenance Projects - Probation - COC- Replace JH East, West, and Center Unit Carpet	2012/2013	\$ 107,400	\$ 101,213	\$ (6,187)	94%
Countywide Maintenance Projects - Gen Govt - COC - Water Distribution System Master Plan Update, East Kansas Ave.	2012/2013	\$ 20,000	\$ 19,540	\$ (460)	98%
Countywide Maintenance Projects - Gen Govt - Atascadero - Replace Hospital Water Line	2012/2013	\$ 3,700	\$ 3,697	\$ (3)	100%
Countywide Maintenance Projects - PW - COC - Replace Water Quality Lab Roof and Insulation	2013/2014	\$ 68,800	\$ 57,477	\$ (11,323)	84%
Countywide Maintenance Projects - Gen. Govt. - SLO - Repair Old Courthouse Elevator	2013/2014	\$ 9,000	\$ 8,953	\$ (47)	99%
Countywide Maintenance Projects - Gen. Govt - COC - Remove Road Yard Shed	2013/2014	\$ 5,000	\$ 3,371	\$ (1,629)	67%
Countywide Maintenance Projects - SLO - Repair Courthouse Annex Elevator #6 at 1050 Monterey	2013/2014	\$ 5,500	\$ 4,477	\$ (1,023)	81%
Countywide Maintenance Projects- Sheriff - COC - Water line repair at Women's Jail	2013/2014	\$ 35,000	\$ 32,962	\$ (2,038)	94%
Countywide Maintenance Projects- Gen Govt - Grover Beach - Replace sewer lateral at Public Health Clinic	2013/2014	\$ 15,000	\$ 10,986	\$ (4,014)	73%
Countywide Maintenance Projects- Sheriff - COC - Install SALY Port Slide Gate	2013/2014	\$ 14,694	\$ 14,694	\$ -	100%
Countywide Maintenance Projects - Gen Govt - SLO - Repair Old Courthouse Elevator	2013/2014	\$ 9,979	\$ 9,979	\$ 0	100%
Countywide Maintenance Projects - Gen Govt - Grover Beach - Replace sewer lateral at Drug & Alcohol	2013/2014	\$ 15,000	\$ 10,670	\$ (4,330)	71%



Countywide Maintenance Projects - Gen Govt - SLO - Vets Hall Exterior Paving	2013/2014	\$ 11,500	\$ 9,794	\$ (1,706)	85%
Countywide Maintenance Projects - Health - COC - Animal Svs Temp Sinkhole Measures	2013/2014	\$ 18,000	\$ 17,411	\$ (589)	97%
Countywide Maintenance Projects-Gen Govt - SLO - Vets Hall Court Signage	2013/2014	\$ 3,500	\$ 1,813	\$ (1,687)	52%
Countywide Maintenance Projects-Gen Govt - SLO - Kimball Bldg Signage	2013/2014	\$ 2,500	\$ 1,450	\$ (1,050)	58%
Countywide Maintenance Projects-Library-Cambria-Demo Remaining Stone	2013/2014	\$ 15,000	\$ 7,951	\$ (7,049)	53%
<b>TOTAL</b>		<b>\$ 997,949</b>	<b>\$ 876,897</b>	<b>\$ (121,052)</b>	<b>88%</b>

**Section 4**  
**Update on Completed Capital and Maintenance Projects Managed by**  
**Public Works**

**I. FY 2013-2014 Capital & Maintenance Projects Highlights**

- 12 Capital Projects were completed. Expenditures totaled \$6,905,677 or 93% of Amended Funding.
- The Department received the following award:
  - 50 Years of Service to the Water Industry, presented in 2014 by the American Water Works Association
- 22 Major Maintenance Projects were completed. Expenditures were \$5,856,658 or 97% of Amended Funding.

**II. Innovations & Major Projects**

- **Templeton Road Safety Improvements**

The Templeton Road Widening Project improved a 0.6 mile portion of Templeton Road between South El Pomar and Bluebird Hill Lane. The project provides two 12-foot wide travel lanes with a 4-foot minimum paved shoulder. The construction included cutting back existing roadway slopes, placing fill in low areas, removal of roadside obstacles, realigning an existing roadside ditch, and replacing several culverts. Funding for this project came from the Federal High Risk Rural Road Program (HRRR), Proposition 1B and the Road Fund.

- **Asphalt Concrete Overlay 12-13**

The project provided asphalt paving overlay on .97 miles of Ramada Drive from Marquita Avenue to the Paso Robles city limit and 3.75 miles of El Pomar Drive from Almond Drive to Cripple Creek Road, east of Templeton. The construction included installing a new concrete cross gutter with curb ramp, preparing roadway surfaces and shoulders, embankment construction and repairing of failed pavement areas, placing an asphalt leveling course on El Pomar Drive for a smoother road prior to the overlay. Funding for this project came from the Road Fund Pavement Management Program.

- **County Service Area 10-A Waterline Improvements**

This project consisted of water system improvements necessary to supply the residents of CSA 10A with fire flows able to meet California Fire Code requirements. These upgrades involved replacing 3,800 linear feet of undersized 4-inch distribution waterlines in Richard Avenue, Stuart Avenue, and Shearer Avenue to 8-inch pipeline. This project was funded by a low-interest United States Department of Agriculture loan.

- **Vineyard Drive Bike Lanes**

The project widened a 0.6 mile portion of Vineyard Drive between Bethel Road and Ashton Way in order to accommodate Class II bike lanes. The project has completed the gap in bike lanes on Vineyard Drive resulting in two miles of continuous Class II bike lanes from Vineyard Elementary School to the Templeton High School. The construction included widening the paved roadway, removal of several roadside culverts, and modification to existing roadside ditches. The work provided a wider shoulder along the North side of

Vineyard Drive to accommodate most pedestrian uses. This project was funded from State Bicycle Transportation Account (BTA) and Road Funds.

- **16th Street Pedestrian Railroad Crossing - San Miguel**

This project constructed a new paved and gated crossing over the railroad tracks at 16th Street in San Miguel. This new crossing provided a more direct link between a growing residential neighborhood and the elementary and junior high school. The project also improved the pedestrian access at the existing 14th Street crossing and added safety fencing between the two crossings. This project was funded by San Luis Obispo Council of Governments (SLOCOG) Regional State Highway Account, Federal Aid Construction and the Road Fund.

- **Los Osos Road Rehab and Storm Drain Improvements**

Construct subsurface storm drain infiltrators at various sump locations throughout the community. Design was based on Low Impact Development (LID) best management practices for cleaning surface storm flows and recharging the under laying aquifer. All construction locations were in topographical low points (sumps) to mitigate existing historical road and property flooding. Funding for this project was provided by San Luis Obispo Council of Governments (SLOCOG) Urban State Highway Account.

- **Los Osos Valley Road Widening**

The widening of Los Osos Valley Road between Doris Avenue and Pine Avenue provided a two-way center turn lane and Class II bike lanes. The completed improvements will reduce congestion along the street and enhance operations at the intersections as well as provide a dedicated pathway for school traffic. Funding for this project came from State and Local Partnership Program (SLPP), Los Osos Road Improvement Fees (RIF) and Urban State Highway Account (USHA).

- **Water Quality Lab Remodel**

The Water Quality lab and Soils Material lab were remodeled to provide work spaces for the existing staff, ADA accessible restrooms, a conference room and a confidential work area for the Supervising Chemist. Prior to the remodel, personal work spaces were located in the lab areas which increased the possibility of incidental chemical exposure. Soils lab improvements included HVAC upgrades and an enclosed shaker room to improve the overall air quality within the lab. This project was funded by Facilities Planning Reserve and Public Works Operating Budget.

- **Oklahoma Avenue Sewer Line Replacement Project**

This contract provided for improvements to the County Operations Center by replacing the sewer line along Oklahoma Avenue. The existing sewer line was experiencing infiltration of groundwater into the sewer lines as well as settlement along the line that impedes natural gravity flows. This project was funded through General Services Agency's Maintenance Projects budget.

- **Water Treatment Plant Membrane Filtration Module Addition**

The addition of thirty (30) membrane filter modules within the five filter racks at the Lopez WTP. The five existing membrane filtration racks were designed to add six (6) additional modules to each rack, providing approximately 10% more filtration capacity per rack. The addition of membrane filtration modules enables the plant to produce higher flows during membrane filtration rack cleaning and maintenance activities. Funding for this project was provided by Flood Control Zone 3 billings.

- **Capacity Study-SCADA System**

The study assessed the capacity of the Cayucos Water Treatment Plant with relation to build-out peaking rates and supplemental water requests. An audit of the treatment processes' and equipment's abilities to meet water quality standards was completed. Minor equipment upgrades and PLC electrical components upgrades were completed as part of the project. This project was funded by County Service Area 10 Parent reserves.

- **High Service Pump Replacement Drives**

There are four (4) high service pumps with variable frequency drives (VFDs) at the Cayucos Water Treatment Plant that control the motor speeds and pump flows (2 for the 10A system, 1 for the MRMWC system, and 1 for the PRBWA system). The VFDs were outdated, unsupported, and did not integrate into the PLC system. Allen Bradley VFDs were installed and compatible with the PLC system and a lot more user friendly during troubleshooting issues. This project was funded by County Service Area 10 Parent reserves.

### **Operations and Maintenance Projects**

In addition to the budgeted capital programs, several Operations and Maintenance projects were completed during FY 13-14. These improvements enhance capacity or extend the life of existing facilities. The projects include:

#### **Utilities Division**

- Salinas Waterline Project, Santa Margarita
  - Repair waterline break (US101) - \$32,000
  - Replace Outlet Works Actuators at Dam - \$25,000
- Nacimiento Waterline Project
  - Santa Ysabel Pump Station Maintenance and Upgrades - \$141,000
  - Turnout Control Cover Structure - \$18,000
- Southern Cayucos, County Service Area 10A
  - Studio Drive waterline relocation into right-of-way - \$30,000
  - Well maintenance/motor replacements & upgrades - \$18,000
- Avila Area, County Service Area 12
  - Meter installation - \$27,000
- Country Club Estates, County Service Area 18
  - Alarm system and aeration pond maintenance - \$20,000
- Lopez Dam, Flood Control Zone 3
  - Quagga Mussel Study – Lake and Terminal Reservoir - \$5,500
  - In-stream gauge maintenance - \$8,000

#### **Transportation Division** (performed by County Crews and specialty contractors)

- Thirty-four miles of Chipseal Treatment on various roads
- Twenty-six miles of Microsurfacing Treatment on various roads
- Slope repair projects, 3 locations (See Canyon Road, Klau Mine Road, Huasna Road)
- Guardrail and shoulder upgrades, Foothill Road

A table which identifies the completed Capital and Maintenance projects for FY 2013-2014 is provided below.

## Los Osos Wastewater Project

Construction of the Los Osos Wastewater Project has been ongoing since May 2012, with the collection system construction approximately 90% complete. Construction of the water recycling facility began in March 2014 and will continue through March 2016. Individual properties may begin connecting to the completed sewer system after the water recycling facility is operational. There are multiple contracts and programs related to this major capital project that are all progressing on parallel paths. The major components are summarized below.

- Mid Town Site Restoration: The project's Coastal Development Permit (CDP) requires the restoration of the Mid Town Site to a natural state. The major construction was completed in the summer of 2012, with long term site maintenance and monitoring required, especially in the first five years. The restoration work is on-going at the site which prevents erosion, provides habitat and recreation trails, and percolates storm water to the aquifer.
- Low Impact Development (LID) Drainage Improvements: More than 20 drainage improvement projects have been completed throughout Los Osos to improve storm water drainage by infiltrating water into the ground. This work is part of the scope of work in the project's CDP, which requires the implementation of LID improvements.
- Collection System: The collection system is divided into three construction contracts which include 42 miles of sewer mains, 7 miles of recycled water mains, leachfields, fiber optic communications system, and 21 pump stations to serve the Los Osos community. The pipeline contractors have completed the 49 miles of pipeline and related work. The overall construction schedule is 30 months, with completion of the pump station work planned in early 2015. A public outreach program, designed to keep residents informed of construction progress and potential neighborhood and traffic impacts, was an important component of the success of the pipeline construction. The outreach program included flyers, door hangers, signage, a website with regularly updated maps and schedules, information telephone hotline, regular office hours, and a dedicated public liaison.
- Water Conservation Program: A water conservation program is a condition of the project's CDP, and the implementation plan was approved by the Board in October 2013. The CDP requires a goal of reducing indoor consumption to 50 gallons per person per day on a budget of up to \$5 million. A major component of the program is the retrofit of all toilets, showerheads, and faucet fixtures to water efficient standards. Other conservation measures include water efficiency surveys for each property, washing machine rebates, and public education. The conservation program began in October, 2012 and more than 7,000 fixtures have been replaced with new water saving fixtures. A recent survey of residents indicates that more than  $\frac{3}{4}$  of the homes in the service area have met the program requirements for having low flow fixtures.
- Water Recycling Facility: The planned water recycling facility will treat all wastewater flows to meet CA Title 22 recycled water standards for reuse at multiple sites within the Los Osos community. The facility will have a capacity of 1.2 million gallons per day and storage ponds for up to 34 acre-feet of recycled water. The majority of construction will be completed within 2 years, after which, there will be a 6 month start-up period while sewer flows increase to allow final testing. Current construction activities primarily involve grading, pipeline installation, and construction of concrete treatment basins.

- On-lot Lateral Connections: Upon completion of the collection system and water recycling facility in 2016, the project will be ready for wastewater flows and the connection of individual properties. Each property owner will be responsible for connecting their sewer lateral and abandoning, or re-purposing, their septic system. The connection of the entire community is expected to take one year, prior to and during which, staff will be providing education and technical assistance with construction planning and with securing individual financial assistance. Financial assistance with on-lot costs is expected to include coordination of applications for eligible State and Federal grants and low interest loans for the cost of connection.

The Los Osos Wastewater Project budget, totaling \$183.4 million, was established in May 2011 and amended January 2014. The costs are being financed by a combination of State and Federal low interest loans and grants, and the loans will be repaid by Los Osos property owners. To date, the project has secured more than \$20 million in grant funds. As a result of the low interest loans and grants, the estimated monthly project costs for a typical single family residence has been reduced from early estimates of \$200 to a current estimate of \$165 per month.

**Exhibit A**  
Project Cost Estimates  
Los Osos Wastewater Project  
As Of 7/31/13

	Item Description	Budget	Costs to Date	Remaining Budget
1	County Financed Pre-Due Diligence costs (through 4/30/2011)	\$ 8,137,210	\$ 8,137,210	\$ -
2	<b>Administration/Preliminary Engineering</b>			
3	Carollo Engineers	\$ 174,562	\$ 164,967	\$ 9,595
4	Meyers Nave...	\$ 26,590	\$ 1,650	\$ 24,940
5	County Staff/Other Direct Costs	\$ 1,744,819	\$ 1,132,972	\$ 611,847
6	<b>Subtotal</b>	<b>\$ 1,945,971</b>	<b>\$ 1,299,589</b>	<b>\$ 646,382</b>
7	Unallocated	\$ -	\$ -	\$ -
8	<b>Total of Administration/Preliminary Engineering</b>	<b>\$ 1,945,971</b>	<b>\$ 1,299,589</b>	<b>\$ 646,382</b>
9	<b>Environmental Permits/Mitigation</b>			
10	Coastal San Luis RCD	\$ 30,361	\$ 6,790	\$ 23,571
11	Brownstein Hyatt Farber Schreck	\$ 25,000	\$ 23,918	\$ 1,082
12	Far Western Anthropological	\$ 921,606	\$ 316,684	\$ 604,922
13	Mid Town Restoration (R. Burke Construction, Inc)	\$ 414,833	\$ 400,762	\$ 14,071
14	Rick Engineering	\$ 89,055	\$ 89,055	\$ -
15	SLO Green Build	\$ 97,075	\$ 57,864	\$ 39,211
16	SLO Starts Plant Propagation	\$ 54,871	\$ 54,871	\$ -
17	SWCA	\$ 56,539	\$ 56,539	\$ 0
18	SWCA	\$ 333,549	\$ 142,023	\$ 191,526
19	Water Conservation	\$ 3,830,000	\$ 555,494	\$ 3,274,506
20	County Staff/Other Direct Costs	\$ 1,400,000	\$ 1,002,065	\$ 397,935
21	<b>Subtotal</b>	<b>\$ 7,252,889</b>	<b>\$ 2,706,065</b>	<b>\$ 4,546,823</b>
22	Unallocated	\$ -	\$ -	\$ -
23	<b>Total of Environmental Permits/Mitigation</b>	<b>\$ 7,252,889</b>	<b>\$ 2,706,065</b>	<b>\$ 4,546,823</b>
24	<b>Collection and Recycled Water - Design and Construction</b>			
25	Camp Dresser & McKee	\$ 6,152,408	\$ 4,913,588	\$ 1,238,820
26	Cardno TBE	\$ 20,659	\$ 20,659	\$ -
27	Collection System Contract - Areas A & D	\$ 28,846,240	\$ 9,983,967	\$ 18,862,273
28	Collection System Contract - Areas B & C	\$ 32,367,500	\$ 12,736,354	\$ 19,631,146
29	Collection System Contract - Pump Stations	\$ 9,544,550	\$ -	\$ 9,544,550
30	HDR Engineering	\$ 7,686,295	\$ 3,657,306	\$ 4,028,989
31	County Staff/Other Direct Costs	\$ 2,600,000	\$ 1,524,347	\$ 1,075,653
32	<b>Subtotal</b>	<b>\$ 87,217,652</b>	<b>\$ 32,836,221</b>	<b>\$ 54,381,432</b>
33	Unallocated	\$ 16,224,348	\$ -	\$ 16,224,348
34	<b>Total of Collection and Recycled Water - Design and Construction</b>	<b>\$ 103,442,000</b>	<b>\$ 32,836,221</b>	<b>\$ 70,605,779</b>
35	<b>Treatment Facility - Design and Construction</b>			
36	Carollo Engineers (Preliminary Design)	\$ 942,669	\$ 785,244	\$ 157,425
37	Carollo Engineers (Final Design)	\$ 3,382,504	\$ 2,727,841	\$ 654,663
38	HDR Engineering	\$ 4,022,979	\$ -	\$ 4,022,979
39	County Staff/Other Direct Costs	\$ 750,000	\$ 254,422	\$ 495,578
40	<b>Subtotal</b>	<b>\$ 9,098,152</b>	<b>\$ 3,767,507</b>	<b>\$ 5,330,645</b>
41	Unallocated	\$ 27,012,008	\$ -	\$ 27,012,008
42	<b>Total of Treatment Facility - Design and Construction</b>	<b>\$ 36,110,160</b>	<b>\$ 3,767,507</b>	<b>\$ 32,342,653</b>
43	<b>Right of Way</b>			
44	Hamner Jewell & Associates	\$ 65,634	\$ 56,857	\$ 8,777
45	Schenberger Taylor...	\$ 66,363	\$ 50,000	\$ 16,363
46	Real Property Acquisition	\$ 2,173,000	\$ 2,172,851	\$ 149
47	Price Postal Parma	\$ 130,000	\$ 100,917	\$ 29,083
48	County Staff/Other Direct Costs	\$ 365,004	\$ 356,119	\$ 8,885
49	<b>Subtotal</b>	<b>\$ 2,800,000</b>	<b>\$ 2,736,744</b>	<b>\$ 63,256</b>
50	Unallocated	\$ -	\$ -	\$ -
51	<b>Total of Right of Way</b>	<b>\$ 2,800,000</b>	<b>\$ 2,736,744</b>	<b>\$ 63,256</b>
52	<b>Subtotal of Project Costs</b>	<b>\$ 159,688,230</b>	<b>\$ 51,483,337</b>	<b>\$ 108,204,893</b>
53	<b>Contingency</b>	<b>\$ 6,311,770</b>	<b>\$ -</b>	<b>\$ 6,311,770</b>
54	<b>SRF Refinance</b>	<b>\$ 6,288,416</b>	<b>\$ 6,288,416</b>	<b>\$ -</b>
55	<b>Interest/Finance Charges</b>	<b>\$ 1,110,000</b>	<b>\$ 1,020,289</b>	<b>\$ 89,711</b>
56	<b>Approved Project Budget (May 17, 2011)</b>	<b>\$ 173,398,416</b>	<b>\$ 58,792,042</b>	<b>\$ 114,606,374</b>

Yr Funded	Description	Original Funding	Amended Funding	Final Project Cost	Actual %
<b>CAPITAL PROJECTS</b>					
<b>FUND 1200000000 - ROADS</b>					
2008/2009	<p>Templeton Road Safety Improvements</p> <p><i>The Templeton Road Widening Project improved a 0.6 mile portion of Templeton Road between South El Pomar and Bluebird Hill Lane. The project provides two 12-foot wide travel lanes with a 4-foot minimum paved shoulder. The construction included cutting back existing roadway slopes, placing fill in low areas, removal of roadside obstacles, realigning an existing roadside ditch, and replacing several culverts.</i></p>	1,650,001	1,725,177	1,795,407	104.1%
<b>FUND 1200000000 - ROADS</b>					
2012/2013	<p>Asphalt Concrete Overlay 12-13</p> <p><i>The Project provided asphalt paving overlay on .97 miles of Ramada Drive from Marquita Avenue to the Paso Robles city limit and 3.75 miles of El Pomar Drive from Almond Drive to Cripple Creek Road, east of Templeton. The construction included installing a new concrete cross gutter with curb ramp, preparing roadway surfaces and shoulders, embankment construction and repairing of failed pavement areas, placing an asphalt leveling course on El Pomar Drive for a smoother road prior to the overlay.</i></p>	1,962,744	1,729,312	1,729,312	100.0%
<b>FUND 2501500200 - CSA 10 WATER-CAPITAL OUTLAY</b>					
2012/2013	<p>County Service Area 10-A Waterline Improvements</p> <p><i>This project consisted of water system improvements necessary to supply the residents of CSA 10A with fire flows able to meet California Fire Code requirements. These upgrades involved replacing 3,800 linear feet of undersized 4-inch distribution waterlines in Richard Avenue, Stuart Avenue, and Shearer Avenue to 8-inch pipeline.</i></p>	1,052,000	1,125,000	1,084,995	96.4%
<b>FUND 1200000000 - ROADS</b>					
2011/2012	<p>Vineyard Drive Bike Lanes</p> <p><i>The Project widened a 0.6 mile portion of Vineyard Drive between Bethel Road and Ashton Way in order to accommodate Class II bike lanes. The project has completed the gap in bike lanes on Vineyard Drive resulting in two miles of continuous Class II bike lanes from Vineyard Elementary School to the Templeton High School. The construction included widening the paved roadway, removal of several roadside culverts, and modification to existing roadside ditches. The work provided a wider shoulder along the North side of Vineyard Drive to accommodate most pedestrian uses.</i></p>	646,023	676,023	462,232	68.4%



Yr Funded	Description	Original Funding	Amended Funding	Final Project Cost	Actual %
<b>FUND 1200000000 - ROADS</b>					
2008/2009	16th Street Pedestrian Rail Road Crossing - San Miguel <i>This project constructed a new paved and gated crossing over the railroad tracks at 16th Street in San Miguel. This new crossing provided a more direct link between a growing residential neighborhood and the elementary and junior high school. The project also improved the pedestrian access at the existing 14th Street crossing and added safety fencing between the two crossings.</i>	307,546	403,437	398,725	98.8%
<b>FUND 1200000000 - ROADS</b>					
2011/2012	Los Osos Road Rehab and Storm Drain Improvements <i>Construct subsurface storm drain infiltrators at various sump locations throughout the community. Design was based on Low Impact Development (LID) best management practices for cleaning surface storm flows and recharging the under laying aquifer. All construction locations were in topographical low points (sumps) to mitigate existing historical road and property flooding.</i>	309,576	369,576	362,132	98.0%
<b>FUND 1200000000 - ROADS</b>					
2012/2013	Los Osos Valley Road Widening <i>The widening of Los Osos Valley Road between Doris Avenue and Pine Avenue provided a two-way center turn lane and Class II bike lanes. The completed improvements will reduce congestion along the street and enhance operations at the intersections as well as provide a dedicated pathway for school traffic.</i>	469,000	409,000	328,449	80.3%
<b>FUND 1100000000 - CAPITAL PROJECTS FUND</b>					
2012/2013	Water Quality Lab Remodel <i>The Water Quality lab and Soils Material lab were remodeled to provide work spaces for the existing staff, ADA accessible restrooms, a conference room and a confidential work area for the Supervising Chemist. Prior to the remodel, personal work spaces were located in the lab areas which increased the possibility of incidental chemical exposure. Soils lab improvements included HVAC upgrades and an enclosed shaker room to improve the overall air quality within the lab.</i>	270,007	347,007	274,015	79.0%

Yr Funded	Description	Original Funding	Amended Funding	Final Project Cost	Actual %
<b>FUND 1000000000 - GENERAL FUND</b>					
2012/2013	Oklahoma Avenue Sewer Line Replacement Project <i>This contract provided for improvements to the County Operations Center by replacing the sewer line along Oklahoma Avenue. The existing sewer line was experiencing infiltration of groundwater into the sewer lines as well as settlement along the line that impedes natural gravity flows.</i>	333,000	333,000	211,478	63.5%
<b>FUND 2200500000 - FLOOD CONTROL ZONE 3</b>					
2013/2014	Water Treatment Plant Membrane Filtration Module Addition <i>The addition of thirty (30) membrane filter modules within the five filter racks at the Lopez Water Treatment Plant. The five existing membrane filtration racks were designed to add six (6) additional modules to each rack, providing approximately 10% more filtration capacity per rack. The addition of membrane filtration modules enables the plant to produce higher flows during membrane filtration rack cleaning and maintenance activities.</i>	100,000	153,000	151,563	99.1%
<b>FUND 2501501000 - CSA 10-Water Treatment Fund</b>					
2010/2011	Capacity Study-SCADA System <i>The study assessed the capacity of the water treatment plant with relation to build-out peaking rates and supplemental water requests. An audit of the treatment processes' and equipment's abilities to meet water quality standards was completed. Minor equipment upgrades and PLC electrical components upgrades were completed as part of the project.</i>	74,100	74,100	75,031	101.3%
<b>FUND 2501501000 - CSA 10-Water Treatment Fund</b>					
2013/2014	High Service Pump Replacement Drives <i>There are four (4) high service pumps with variable frequency drives (VFDs) at the Cayucos Water Treatment Plant that control the motor speeds and pump flows (2 for the 10A system, 1 for the MRMWC system, and 1 for the PRBWA system). The VFDs were outdated, unsupported, and did not integrate into the PLC system. Allen Bradley VFDs were installed and compatible with the PLC system and a lot more user friendly during troubleshooting issues.</i>	47,000	47,000	32,338	68.8%
<b>CAPITAL PROJECT TOTALS:</b>		<b>7,220,997</b>	<b>7,391,632</b>	<b>6,905,677</b>	<b>93.4%</b>

Yr Funded	Description	Original Funding	Amended Funding	Final Project Cost	Actual %
<b>MAINTENANCE PROJECTS</b>					
<b>FUND 1200000000 - ROADS</b>					
2012/2013	2012-13 Chipseal Various County Roads (Phase 1 and 2) <i>This construction contract provided for the application of a chipseal on 34 miles of various County roads. Chipseals are a cost effective pavement treatment for rural roadways which will extend the pavement life for streets that are in generally good condition without significant deterioration.</i>	1,603,547	1,898,726	1,898,726	100.0%
<b>FUND 1200000000 - ROADS</b>					
2013/2014	2012-13 Micro Surfacing Various County Roads <i>The project provided the placement of a micro-surfacing product on 26 miles of various County maintained concrete roadways that included Cambria, Templeton and Avila Beach areas. The micro-surfacing has provided a durable seal coat to protect the pavement and improve the traffic wearing surface. These actions have prevented deterioration and the need for major rehabilitation in later years.</i>	37,157	1,160,881	908,923	78.3%
<b>FUND 1200000000 - ROADS</b>					
2013/2014	See Canyon Road Slope Repair <i>See Canyon Road is a County road that runs northerly from its intersection with San Luis Bay Drive in the Avila Valley area. Approximately ¼ mile north of the intersection with San Luis Bay Drive, stream flows from the adjoining See Canyon Creek had eroded the easterly edge of the road, leaving an inadequate shoulder and a near-vertical 20 foot high bank. County staff consulted with a geotechnical and a structural engineer to develop a 48 foot long soldier pile retaining wall construction project to correct this situation.</i>	166,051	696,696	743,332	106.7%
<b>FUND 1200000000 - ROADS</b>					
2013/2014	Klau Mine and Huasna Road Slip Out Repair Project	61,037	273,532	273,532	100.0%

Yr Funded	Description	Original Funding	Amended Funding	Final Project Cost	Actual %
	<i>The Project scope was to repair two roadway slope failures; the first located on Klau Mine Road west of Paso Robles, the second on Huasna Road southeast of Arroyo Grande. The construction at both sites included the installation of a steel sheet pile wall, metal beam guard rail (MBGR), and replacement of barbed-wire fence. The new walls were constructed by vibrating steel sheet piles into place. The construction of the new walls and MBGR is near the top of the existing embankments, within the existing County Right-of-Way (ROW) and away from the sensitive habitat below. The work provided a wider roadway and shoulder along the South side of Klau Mine Road and a wider shoulder area along the North side of Huasna Road to accommodate a standard roadway.</i>				
<b>FUND 1200000000 - ROADS</b>					
2013/2014	Major roadway patching and chipseal prep work on Templeton Road.	180,910	180,910	180,910	100.0%
<b>FUND 1200000000 – ROADS</b>					
2013/2014	Major roadway patching and chipseal prep work on Almond Drive.	158,279	158,279	158,279	100.0%
<b>FUND 1200000000 - ROADS</b>					
2013/2014	Major roadway grinding and paving on Mountain View Drive.	150,609	150,609	150,609	100.0%
<b>FUND 1200000000 - ROADS</b>					
2013/2014	Chipseal prep work Southwest Cambria.	144,535	144,535	144,535	100.0%
<b>FUND 1200000000 - ROADS</b>					
2013/2014	Roadway patching and chipseal prep work on Turri Road.	129,153	129,153	129,153	100.0%
<b>FUND 1200000000 - ROADS</b>					
2013/2014	Roadway patching and chipseal prep work on Oakdale Road.	128,824	128,824	128,824	100.0%

Yr Funded	Description	Original Funding	Amended Funding	Final Project Cost	Actual %
<b>FUND 1200000000 - ROADS</b>					
2013/2014	Major roadway grinding and paving on Santa Ynez Avenue.	127,906	127,906	127,906	100.0%
<b>FUND 1200000000 - ROADS</b>					
2013/2014	Major roadway patching and chipseal prep work on River Road.	126,373	126,373	126,373	100.0%
<b>FUND 1200000000 - ROADS</b>					
2013/2014	Major roadway paving and chipseal prep work on Cripple Creek Road.	113,749	113,749	113,749	100.0%
<b>FUND 1200000000 - ROADS</b>					
2013/2014	Major graveling on Hi Mountain Road.	103,722	103,722	103,722	100.0%
<b>FUND 1200000000 - ROADS</b>					
2013/2014	Roadway paving and chipseal prep work on Las Tablas Willow Creek Road.	97,864	97,864	97,864	100.0%
<b>FUND 1200000000 - ROADS</b>					
2013/2014	Major roadway paving and shoulder work on Ferrell Avenue.	96,513	96,513	96,513	100.0%
<b>FUND 1200000000 - ROADS</b>					
2013/2014	Roadway base repair on San Simeon Creek Road.	91,671	91,671	91,671	100.0%
<b>FUND 1200000000 - ROADS</b>					
2013/2014	Chipseal prep work on Stuart Avenue.	87,033	87,033	87,033	100.0%
<b>FUND 1200000000 - ROADS</b>					

<b>Yr Funded</b>	<b>Description</b>	<b>Original Funding</b>	<b>Amended Funding</b>	<b>Final Project Cost</b>	<b>Actual %</b>
2013/2014	Major roadway patching on Riverside Road.	79,835	79,835	79,835	100.0%
<hr/>					
<b>FUND 1200000000 - ROADS</b>					
2013/2014	Major roadway paving on Cecchetti Road.	76,992	76,992	76,992	100.0%
<hr/>					
<b>FUND 1200000000 - ROADS</b>					
2013/2014	Replaced guardrail and repaired shoulders on Foothill Boulevard.	75,250	75,250	75,250	100.0%
<hr/>					
<b>FUND 1200000000 - ROADS</b>					
2013/2014	Roadway patch work on Willow Creek Road.	62,927	62,927	62,927	100.0%
<hr/>					
<b>MAINTENANCE PROJECT TOTALS:</b>		<b>3,899,937</b>	<b>6,061,980</b>	<b>5,856,658</b>	<b>96.6%</b>

## **Section 5**

### **Miscellaneous Financial Issues**

#### **Acceptance of Donated Gift Funds:**

Donations made by individuals and community organizations are accepted by the Board and appropriated into the proper departmental budgets on an as needed basis. These donations are used to enhance programs and meet special needs throughout the County. It is recommended that the Board accept donations totaling \$103,328.57 on behalf of the following County departments, as noted below:

- Cash donations in the amount of \$1,789.74 made to FC 160 – Public Health
- Cash donations in the amount of \$6,718.86 made to FC 137 – Animal Services
- Cash donations and approve corresponding budget adjustment in the amount of \$2,493.11 for FC 180 - Social Services
- Cash donations in the amount of \$22,747.25 made to FC 305 – Parks
- Cash donations approve corresponding budget adjustment in the amount of \$69,579.61 for FC 377- Library

Memos from each of the requesting departments are included in Attachment 1.

#### **Discharge of Bad Debt:**

Requests to discharge bad debt are presented to the Board in accordance with Government Code requirements. The action relieves the requesting department from active pursuit of receivables, but does not release the responsible parties from the debt owed. Requests to discharge bad debt are only submitted to the Board for action after an extensive investigation has taken place and the department has reached the conclusion that the debt will not be collected. If a department's collection efforts are unsuccessful, cases are often turned over to the County's contract collection agency. The following requests for relief from accountability have been submitted to the Board for consideration.

- Request for Relief of Accountability in the amount of \$2,055 for non-collectible balance on behalf of the Public Works Internal Service Fund (ISF).
- Request for Relief of Accountability in the amount of \$23,346.99 on behalf of the Fund Center 180 – Social Services for non-collectable debt for CalWORKs, CalFresh and General Assistance programs.
- Request for Relief of Accountability in the amount of \$15,815 on behalf of Fund Center 160 – Public Health for Public Health's Environmental Health Services accounts that have been determined non-collectible.
- Request for Relief of Accountability in the amount of \$20,740 on behalf of Fund Center 160 – Public Health for Public Health Laboratory accounts that have been determined to be non-collectable.

Memos from each of the requesting departments are included in Attachment 1.

#### **Miscellaneous:**

The following requests have been submitted to the Board for consideration.

- Request to approve a budget adjustment to FC 305 – Parks in the amount of \$8,103 using Litter Clean Up funds as the financing source for the purchase of litter control supplies.
- Request to approve a budget adjustment to FC 427 – Golf in the amount of \$4,770 using Litter Clean Up funds as the financing source for the purchase of litter control supplies.
- Request to approve a budget adjustment in the amount of \$35,000 using the Library Facilities

Planning Reserves to fund the Morro Bay Library Building Renovation Project.

- Request to approve a budget adjustment in the amount of \$17,168.10 using the Library's Atascadero Building Expansion Reserve as a funding source to augment the FC 377 – Library operating Budget for moving and equipment costs directly associate with new Atascadero Library.
- Request to approve an increase in the amount of \$379,772 to the Library's Facilities Planning Reserve, using Cambria Library Building Project Construction savings, for funds previously advanced to the project on behalf of the Cambria Friends of the Library.
- Request to declare twenty-seven (27) vehicles as surplus, authorize removal from County fleet, and authorize their sale to recover value in accordance with County Code 2.36.030(5).

Memos from each of the requesting departments are included in Attachment 1.



**Section 6**  
**Goals and Performance Measures**

The County's "Results Based Decision Making" initiative is the tool used to identify performance measurements that help to link local government activities and spending to results that benefit the community. Below is a summary of the performance measure results achieved by departments. A complete listing of final Goals and Performance Measures achieved by departments at the conclusion of FY 2013-14 is available in the Clerk-Recorder's Office and on the County's website at:

<http://www.slocounty.ca.gov/Assets/AD/2013-14+Performance+Measures+PDF.zip>.

**FY 2013-14 Performance Measure Results by Department**

<b>FC #</b>	<b>Department</b>	<b>Total # of FY13-14 Performance Measures</b>	<b># of Measures Met</b>	<b># of Measures Exceeded</b>	<b># of Measures Not Met</b>	<b># of Measures for which data is not available</b>
100	Board of Supervisors	2	1	0	0	1
104	Administrative Office	6	2	3	0	1
105	Risk Management	10	6	1	3	0
107	Auditor-Controller	6	4	0	2	0
108	Treasurer/Tax Collector	7	5	2	0	0
109	Assessor	4	1	1	2	0
110	Clerk Recorder*	9	0	3	6	0
111	County Counsel	5	1	2	2	0
112	Human Resources	6	1	2	3	0
113	General Services	7	0	3	4	0
114	Information Technology	7	4	0	3	0
130	Waste Management	1	1	0	0	0
132	District Attorney	10	1	5	0	4
134	Child Support Services	4	0	0	0	4
135	Public Defender	2	2	0	0	0
136	Sheriff	10	2	3	5	0
137	Animal Services	5	0	3	2	0
138	Emergency Services	5	3	1	1	0
139	Probation	6	0	4	2	0
140	County Fire/CalFire	7	0	2	3	2
141	Ag Commissioner	7	0	3	2	2
142	Planning & Building*	12	3	2	7	0
160	Public Health	11	1	6	3	1
166	Behavioral Health	8	1	1	6	0
180	Social Services - Administration	10	2	1	7	0
184	LEMC	1	0	1	0	0
186	Veteran Services	4	0	3	1	0
201	Public Works- Special Services	7	3	2	2	0
215	Farm Advisor	4	0	3	1	0

FC #	Department	Total # of FY13-14 Performance Measures	# of Measures Met	# of Measures Exceeded	# of Measures Not Met	# of Measures for which data is not available
245	Public Works- Roads	6	1	4	1	0
275	Organizational Development	1	0	0	1	0
305	Parks	4	0	3	1	0
350	CMSP	3	0	2	1	0
375	DUI	3	0	1	2	0
377	Library	6	1	3	1	1
405	Public Works	2	0	1	1	0
407	Fleet Services	3	0	3	0	0
425	Airports	4	0	3	1	0
427	Golf Courses	4	0	2	2	0

\*Note-The Clerk-Recorder has one performance measure (measure #3) which has four sub measures and Planning has one performance measure (measure #2) which has eight sub measures. The total count does not include new measures.

<b>Total</b>	219	46	79	78	16
<b>Percent of Total</b>		21.00%	36.07%	35.62%	7.31%

Out of a total of 219 measures, 36.07% (79) exceeded their targets, 21% (46) were met, and 35.62% (78) did not meet their targets. There is no data available to report on 7.31% (16) of the measures, which is largely due to County or comparative data not yet being available from the State. The performance measure results listed in the table above were determined precisely - measures were listed as 'met' only if actual results matched the target exactly and measures were listed as 'exceeded' or 'not met' even if there was very slight (i.e. 0.10%) variation from the adopted target. This method of evaluation and determination allows for no variation from very specific targets and explains why only 21% of measures were "met." FY 2013-14 performance measure results are generally consistent with results from prior years, although there is a slight decrease in the number of measures that are "met" or "exceeded", compared to the prior year. It is important to note that the decrease does not necessarily indicate a decrease in performance level as some departments increased target levels for continuous improvement and some performance measures have changed from the prior year.

The discussion below highlights some of the performance measures that, as noted above, can be found on the County's website or in the Clerk Recorder's Office.

### **County's Financial Health and Stability**

As discussed earlier in the report, FY 2013-14 represented year six of the County's "Seven Year Pain Plan" during which the County has closed structural gaps totalling just over \$80 million. Although the economic downturn has been a challenge, the County has fared well relative to other counties throughout the State. This is largely due to the County's relative fiscal stability, as represented in the performance measures of several different departments including:

- The Administrative Office has a measure which tracks the ratio of General Fund backed annual debt service to the annual General Fund budget. The County's target follows industry standard, and is to keep this ratio below 5%. Despite several years of budget difficulties, the County has been able to consistently meet this target. FY 2013-14 results show that the County slightly exceeded its set target of 3.5%, with a ratio of 3.2%. A ratio under 5% is considered favorable by bond rating agencies and indicates that the County manages its debt well.

- The Auditor-Controller has two measures which track the results of audits performed by outside auditors. These measures target clean or favorable audits on the Countywide Cost Allocation Plan and the Comprehensive Annual Financial Report (CAFR), and have consistently been met, which helps to assure the public and investors that the County's financial statements are reliable and accurate.
- The Treasurer-Tax Collector has a measure which relates to the credit rating of the Treasury pool. This past year, the County received the highest ("AAA/VI") rating available from Fitch Ratings, Inc. This credit rating ensures the investors that the County pays its financial obligations as well as meets all safety and liquidity goals for the Treasury investment pool. Another of the department's measures pertains to the percentage of time the internal quarterly cash procedures and the annual County Treasury audits receive a result of "no findings." "No findings" audits certify that public funds in the County Treasury are properly managed, safeguarded and controlled.

### **Departmental Highlights**

This section highlights a few department measures, which help provide an overview of County services. It should be noted that department effectiveness and efficiency cannot necessarily be measured with a few select Performance Measures.

**Animal Services:** This division of the Health Agency has a total of five performance measures which measure the services provided to promote the health, safety, and welfare of domestic animals and of the general public. Animal Services met three out of the five performance measures. One measure tracks the average amount of time in minutes between when a priority service call (e.g. loose aggressive animals, injured/ill animals at large, law enforcement assistance, etc.) is dispatched to an officer and their arrival on scene. FY 2013-14 average response time of 18 minutes exceeded the adopted average response time of 20 minutes and was 4 minutes quicker compared to FY 2012-13 actual results. Another measure reflects the Animal Services' success in reuniting lost pets with their owners and in placing adoptable animals into new homes. During FY 2013-14, the percent of animals discharged from Animal Services' shelter alive exceeded the target of 80% and increased to 89%, up from FY 2012-13 actual results of 80%.

**Parks:** This division of the General Services Agency has a total of five performance measures which measure the services provided to operate and maintain the County-owned and/or operated parks and recreation facilities. Three of the performance measures were exceeded while one was not met. One measure is related to the percentage of responses to Customer Satisfaction Survey rating overall park and recreation experience as "Satisfactory" or better. In FY 2013-14, 98% of customers responding expressed they were satisfied or better with their recreational experience at the parks exceeding the adopted target of 94%. While Rangers and field staff work very hard to ensure park visitors have a positive experience, the new online reservation system also played a big part in the high score received for this measure.

The reservation system project was completed in September 2013 allowing anyone to visit [www.slocountyparks.org](http://www.slocountyparks.org) at any time day or night (24 hours a day, 7 days a week, 365 days a year) to place reservations for camping up to one full year in advance. Previously, customers placed reservations only by phone and only when the reservations staff was available from 8:00 am to 5:00 pm Monday through Friday. Customers have responded well to the new system with over 30% of reservations now being placed online. This is a significant improvement for the public by providing expanded reservation services, interactive campsite maps, photos, availability of County campsites, while allowing available staff to focus on key campground conditions.

**Public Health:** This division of the Health Agency has a total of eleven performance measures which measure services provided to promote, preserve and protect the health of all San Luis Obispo County

residents. Public Health met or exceeded seven out of the eleven performance measures. One of the many roles of the Public Health Department (PHD) is to ensure food safety in our county. One measure relates to the number of reported outbreaks originating from food sources (restaurants, other retail food preparation facilities, or community meals) as a rate per 100,000 population. The actual results of .36 per 100,000 county population exceeded the target of .75. There was only one reported foodborne outbreak during FY 2013-14 compared to four in FY 2012-13, which is based on a population of 279,000.

Another measure relates to the three-year average of the number of live births born to adolescent females who are between the ages of 15 to 17 years old. Results of 8.2 per 1,000 population exceeded the target of 12.0. In FY 2013-14, 24 out of a population of 4,569 females in the age range of 15-17 years gave birth, compared to 46 out of 4,569 in FY 2012-13. The number of overall births from 15-17 year old females has been continuing to decline in the county as well as nationwide.

Unfortunately, Public Health did not meet three performance measures. One measure that fell short was the number of San Luis Obispo County women, infants, and children receiving supplemental food coupons as a percentage of the State allocated caseload has dropped to 95% and fell short of the 99% target. The decrease is due to a new State policy that prevents local agencies from mailing food coupons to clients (as was done in the past). Some of these women face transportation issues and may be unable to travel to a clinic site to pick up coupons. However, local rates of enrollment are better than a majority of comparison counties.

**Risk Management:** This division of the Human Resources Department met or exceeded seven out of ten measures. One measure provides an indication of how much money is being spent on average for liability claims. The California State Association of Counties (CSAC) Excess Insurance Authority (EIA) insures the majority of California public agencies and is the second largest public entity property and casualty pool in the nation. The average loss per claim for San Luis Obispo County decreased 14% from FY 2012-13 levels. The County's average dollar loss per liability claim is 25% lower than the CSAC Excess Insurance Authority (EIA) average and it was lower in FY 2013-14 compared to the prior year. The measure met the target of being better than the EIA average.

Another measure that met the target, compares the number of workers' compensation claims per 100 employees to the level of claims experienced in other California counties. At 175 claims for 2,660 employees, the County ranks among the lowest claim rates in the state. Safety and loss prevention efforts contribute to a low level of Workers' Compensation claims. However, the average dollar/Workers' Compensation claim has increased compared to the prior year primarily due to legislation passed last year that extended the leave of absence for certain public safety personnel disabled by injury or illness as a result of being on duty (labor code 4850).

**Roads:** Roads has six performance measures, which measures the quality of the County's road system. Four measures were exceeded; one measure was not met while the remaining one met its target. Roads has two measures which relate to the number of collisions on County roads, both exceeded target levels. For rural roads, Public Works reported 145 collisions per 100 million miles traveled, which is a decrease in collisions of approximately 14% from the target of 175. The County's rate remains 23% below the State average of 189. For suburban roads, 159 collisions were reported, a decrease of 36% when compared to the set target of 248. The State rate is an average of 278. As with all the measures pertaining to collision rates, the department continues to seek ways to improve roads from low cost solutions such as signage and striping to road widening and paving.

Through the Roads performance measures, Public Works also reports that for all County roads, the Pavement Condition Index (PCI), which measures the useful life of pavement, was 61 which slightly exceeded the target of 60. The increased PCI is attributed to the new pavement maintenance strategy implemented in 2012. Different surface treatments are used depending on road conditions. The department has found this to be an effective way of using available funds.

**Public Works Internal Service Fund (ISF):** The Public Works ISF reports on two measures both pertaining to the ability to Deliver Capital Projects on time and on budget. One measure was exceeded while one measure did not meet its adopted target. The measure that did not meet target levels tracks the percentage of capital project millstones that are completed on time. Of the 55 project milestones, 44 were completed on schedule resulting in an 80% completion rate, which was just shy of the 85% target rate. There are several variables that affect completion of phases including delays in funding or permits, changes in scope, design or environmental concerns. The measure that exceeded target levels tracks the percentage of capital project millstones that were completed at or under budget. Of the 44 project millstones, 41 were completed within budget resulting in a completion rate of 93%, which is slightly higher than the target rate of 90%. As with the first measure, there are several variables that affect budget including design errors or additional design required, changes in scope or delays beyond the department's control such as utility delays.

**Probation Department:** The Probation Department reports on six performance measures, covering their main operating units, which include Adult Services and Juvenile Services. Each year Probation estimates the state cost avoided by supervising felony probationers here in the community, instead of sending them off to prison. In FY 2013-14, San Luis Obispo exceeded estimates saving state taxpayers an estimated total of \$86.6 million dollars, based on the state's \$58,000 annual cost to house an inmate. Probation's Adult Service unit supervises both felony offenders who have been diverted from prison, and non-violent, non-sexual, non-serious offense felons released from prison (Post-Release Community Supervision, or PRCS). Probation tracks the department's success in supervising these offenders based on the proportion of these populations that are sent to prison. In FY 2013-14, the rate for felony probationers was 9.9%, or 64 out of 644, and the rate for PRCS offenders was 8.7%, or 8 out of 92.

Probation's Juvenile Service unit works with juvenile offenders. The department screens juvenile crime reports and considers the risks and needs of each offender. In FY 2013-14, Probation exceeded the adopted target of 60% and was successful in diverting 83% (294 out of 355) of juvenile offenders from the court system, thereby limiting the exposure to higher risk and more criminally sophisticated juveniles in the system and increasing the likelihood that the low risk juvenile offenders will not be removed from their homes. In FY 2013-14, Probation was successful in keeping juveniles in their homes in 88% of cases (115 out of 131 cases) exceeding the adopted target of 80%. Keeping juveniles in their home and community not only saves the County money—as much as \$120,000 per month on average—it also allows families to remain intact and address delinquency issues in a multi-systemic approach.